

## ADDENDUM THREE QUESTIONS and ANSWERS

Date: April 6, 2016

To: All Bidders

From: Todd Baustert, Buyer  
 Nebraska Department of Health and Human Services, Division of Medicaid and Long-Term Care

RE: Addendum for Request for Proposal Number 2016-LTSSZ1  
 to be opened April 13, 2016 at 2:00 p.m. Central Time

### Questions and Answers

Following are the questions submitted and answers provided for the above mentioned Request for Proposal. The questions and answers are to be considered part of the Request for Proposal. It is the Bidder's responsibility to check the State Purchasing Bureau website for all addenda or amendments.

<u>Question Number</u>	<u>RFP Section Reference</u>	<u>RFP Page Number</u>	<u>Question</u>	<u>State Response</u>
1.	IV.C.2.a	31	Does the State require that stakeholder meetings in all identified locations be complete prior to the redesign phase, or should meetings take place within both the assessment and redesign phases? If the State wishes to collect input during both phases, does the State have a proposed structure for which locations to meet with during the assessment vs. redesign phase?	Stakeholder input should be collected during the assessment and redesign phases. See Addendum Two and Attachment 4.
2.	IV.C.2.d	31	Does MLTC have established stakeholders to meet each of the required stakeholder group representatives within each of the locations identified in IV.C.2.b, or will it be expected that the contractor recruit these individuals?	The Department will provide a list of established stakeholder groups to the awarded Contractor. The Contractor should also recruit additional stakeholders.

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3.	IV.F	32-33	Can the State provide more information about the expected timeline for completing deliverables? The contract appears to be for three years; can the State provide information about the types of activities it anticipates occurring in years 2 and 3?	The Department anticipates that implementation-related activities will occur in the contract's second and third years.
4.	V.B	36	<p>Should the contractor's proposal for conducting the outreach meetings include funds to cover the costs of:</p> <ul style="list-style-type: none"> <li>• Rooms for meetings</li> <li>• Accessibility – translators, materials in braille, etc.?</li> <li>• Stipends for participants with disabilities</li> <li>• Funds for respite, transportation, or other costs for individuals with disabilities and/or family members to participate</li> </ul> <p>If stipends are desired, does the State have an anticipated amount per person that should be factored into the cost proposal?</p>	<p>Each bidder's cost proposal should include all appropriate costs for conducting stakeholder meetings.</p> <p>The Department will not provide participant stipends or other reimbursement for meeting attendees or their family members.</p>
5.	V.B	36	Can the State provide any guidance on its expectation regarding how much it anticipates the overall scope of work will cost?	No.
6.	IV.C.1.	30	To what extent will the State be able to respond to data requests, such as summary data on expenditures and recipients for different programs and different sets of recipients? If the contractor were to develop data requests would the State have staff that could pull the data? If so, how quickly could those request be processed?	Summary data is subject to availability and will generally be released within five (5) working days of an approved data request.

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7.	IV.C.4.	31	Can the State give more guidance regarding the types of implementation activities the contractor should prepare bids on? Given the lack of a current LTSS redesign plan and the wide variety of approaches for reforming systems, it may be challenging to develop tasks that are specific enough to cost out. Instead, could the contractor simply supply hourly rates to that could be applied to implementation tasks?	During the implementation phase, the Contractor should operate in a staff augmentation role. See Addendum Two.
8.	V.B	36	Does the State anticipate that the stakeholder input will primarily be about the draft plan (therefore, they would occur after the outline of the plan had been developed)?	See response to question 1.
9.	<p>Pg. 1 Scope of RFP – “will be issued approximately for a period of three (3) years effective the date of the award”.</p> <p>Pg. 33 – Final Redesign Plan – “due date is 8 months of contract start date” yet the cost proposal worksheet assumes costs for this deliverable into year 2.</p>	<p>1 and 33</p> <p>Attachment 2 – cost proposal worksheet</p>	Can you confirm the timeline that C1, C2 and C3 will occur in the initial eight months of the contract with C4 exercised upon approval of the redesign plan?	See Addendum Two and Attachment 4. All deliverables should be completed within the first year of the contract, except status reports which the Contractor should provide on a monthly basis through the end of the contract. Should The Department elect to utilize the Contractor's services in a staff augmentation role as described in Section IV.C.4, these activities are expected to take place in years two (2) and three (3) of the contract.

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10.	Pg. 33 – Assessment of Nebraska's LTSS service delivery system with preliminary recommendations  Attachment 1 – Technical Approach	33 and Attachment 1	Can you provide more detail on the scope of quantitative analysis anticipated within the assessment and the data that will be made available?	See Section IV.C.1 of the RFP and response to question 6.
11.	Pg. 33 – Assessment of Nebraska's LTSS service delivery system with preliminary recommendation  Attachment 1 – Technical Approach	33 and Attachment 1	Given that the assessment is due within 60 days of contract start, should we assume minimal quantitative analysis?	See response to question 6.
12.	Development of a Redesign Plan – “The consultant must explore opportunities to advance the State's MITA maturity status through shared services and data, collaboration, and use/reuse of systems.”	31, 3.b.	Given that the assessment deliverable is due within 60 days of contract start, what is the state's expectation regarding this exploration?  Is the state anticipating that this exploration occur within the initial 60 days or can such exploration occur throughout the initial six months of the project and be included within the draft redesign plan?	This exploration may occur within the first six (6) months of the project and be included in the draft redesign plan.

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13.	IV.B. Background	29-30	Can the Department provide any additional clarification regarding the role of managed care in the LTSS redesign?	The role of managed care in LTSS should be assessed by the contractor and addressed during stakeholder meetings. The contractor should then provide a recommendation regarding managed care in LTSS in Nebraska.
14.	IV.C. Scope	30-31	Please clarify the role, if any, of the DHHS Division of Developmental Disabilities in the contract activities.	Section IV.C.1.d of the RFP lists the State programs that will be included in the project's scope of work which includes waivers and services administered by the Division of Developmental Disabilities.
15.	IV.C.2	30-31	For the Stakeholder engagement meetings, can the Department offer any additional information regarding the State's preference and history regarding stakeholder alignment and whether separate meetings would be expected for different populations (ie, DD vs aging vs IL)?	Separate meetings are not required for different populations. See response to question 2.
16.	IV.C.4	31	Does the State have a timeline goal for beginning LTSS redesign implementation, and if so, when?	The Department anticipates that the implementation period will begin no later than May 2017.
17.	IV.B.	29-30	Does the Department anticipate any interdependencies between implementation of the HCBS Statewide Transition Plan and the LTSS Redesign? Can you offer any clarification regarding this alignment?	The Department does anticipate interdependencies between the implementation of the HCBS Statewide Transition plan and the LTSS Redesign. An updated draft of the State Transition Plan, posted for public comment on March 28, 2016 can be found at: <a href="http://dhhs.ne.gov/Pages/Transition.aspx">http://dhhs.ne.gov/Pages/Transition.aspx</a>
18.	Section II.K. Evaluation of Proposals	5	<p>This section indicates that "Evaluation criteria weighting will be released with the Request for Proposal. Evaluation criteria weighting and a list of respondents will be posted to the Internet at: <a href="http://das.nebraska.gov/material/purchasing.html">http://das.nebraska.gov/material/purchasing.html</a>"</p> <p>The evaluation criteria does not appear to be posted. Do you have an estimated date when the evaluation criteria weighting will be posted?</p>	The evaluation criteria was posted on March 30, 2016.

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19.	Section IV.C.2. Engagement of Stakeholders	30-31	Is the Consultant responsible for payment of venue facility fees, if required, for stakeholder meetings? Additionally, is the Consultant required to pay any stakeholder attendees for travel to the meetings?	See response to question 4.
20.	IV, C, 2, a. Engagement of Stakeholders	30	<p>Will the consultant be expected to provide formal presentations to select NE official meetings/legislative committees?</p> <p>Will there be the establishment of dedicated external stakeholder advisory committee(s) to oversee the LTSS redesign effort? If yes, will the Consultant be expected to assist in the formation of these committee(s) and possibly assist in staffing them?</p>	<p>The Contractor may be expected to provide formal presentations for select NE official meetings/legislative committees.</p> <p>The Department will establish a LTSS advisory committee to address reform issues. The committee will meet for the first time in the second quarter of calendar year 2016. The Contractor will not be expected to assist in the formation of this committee or staff it, but may be asked to provide a project update at each meeting.</p>
21.	IV, C, 2, b. Engagement of Stakeholders	31	<p>The State notes in its concept paper that stakeholders would include individuals receiving LTSS, advocacy organizations, providers, managed care organizations, care coordination agencies, legislators, among others. Of these groups, has the state identified which of these groups should be targeted for participation in the 18 required meetings? Is the State open to alternative approaches to conduct of stakeholder input to assure each of these groups has input into the process?</p> <p>Are there any prohibitions to having webinar-only public meetings as long as the mandatory 18 face-to-face meeting requirement is met?</p>	See Addendum Two. The Contractor should target all stakeholders, as listed in the concept paper, for participation in the stakeholder meetings.
22.	Section IV.C.3. Development of a Redesign Plan	31	For the impact analysis, does MLTC have existing reports and information the Consultant will use? Does MLTC expect the Consultant to conduct original data analyses?	MLTC will provide existing reports and information to the awarded Contractor. The Contractor should conduct analysis on data acquired as a result of its stakeholder feedback efforts and incorporate this analysis into appropriate deliverables set forth in Section IV.F of the RFP as amended in Addendum Two.

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23.	Section IV.C.4. Implementation of Redesign Plan	31	As written, MLTC will likely receive proposals with a wide variation in proposed implementation tasks resulting in a wide range of cost proposals, particularly given the implementation tasks may vary based on the final redesign (e.g., an 1115 demonstration proposal may or may not be needed). Would MLTC consider revising the Cost Proposal template to allow for submission of hourly rates for this set of tasks instead of a full cost proposal since the redesign plan and associated tasks/activities are unknown at this time?	See response to question 7.
24.	Section IV.C.4. Implementation of Redesign Plan	31	Further to the above question, if the State requires a fixed price for the Implementation Phase, please clarify the State's approach and methodology for evaluating and scoring Cost Proposals for the implementation phase of the project.	See responses to questions 7 and 18.
25.	Section IV.E. Staffing Requirements	32	<p>Please confirm if the State's expectation is that <i>all</i> staff proposed within the designated staffing categories meet <i>all</i> competencies listed. If so, would the State consider providing flexibility in the requirements to better allow for a full complement of experience and assignment across a team to accomplish the given tasks? For example purposes only, we would anticipate that all Medicaid Program Analysts will not need to be involved in stakeholder meetings. Additionally, team members with MITA expertise may or may not meet (or need) the required qualifications of four to five years of experience in Medicaid LTSS delivery systems.</p> <p>Would the State consider, for example, establishing core competencies outside of the actual position categories and allow the Consultant to identify core team members who satisfy those requirements?</p>	All staff proposed should meet the competencies required in Section IV.E of the RFP.

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26.	Section V.A.2.h.i. and ii. Summary of Bidder's Corporate Experience	35	<p>We understand that "The State will use no more than three narrative project descriptions submitted by the bidder during its evaluation..."</p> <p>Our question is whether the State would consider a narrative project description for a project performed by a subcontractor as satisfying one of the narratives?</p> <p>Or, relative to the above question, does the state require that all three narrative project descriptions be for projects performed by the <b>prime</b> contractor?</p>	<p>Project narratives submitted in response to requirements set forth in Section IV.A.2.h of the RFP must describe the Contractor's completed projects, not Subcontractors.</p> <p>Bidders may include project narratives in which they acted as a Subcontractor, provided requirements in Section V.A.2.h of the RFP are met.</p>
27.	Section V.A.2.h.i. and ii. Summary of Bidder's Corporate Experience	35	Are three narrative project descriptions also required for subcontractors?	See Section V.A.2.h of the RFP. The Department will evaluate no more than three narrative project descriptions. Also, see response to question 26.
28.	V, A, 2, i, Summary of Bidder's Proposed Personnel / Management Approach	36	The RFP states that one of the resume requirements is that resumes include "understanding of the process." What is required to be responsive to this requirement?	All proposed staff should meet the requirements of their respective staffing category described in Section IV.E of the RFP.
29.	Section V.B. Cost Proposal Requirements	36	What is the project budget allocated or approved for this effort?	See response to question 5.
30.	RFP Attachment 1. Technical Approach	1-2	For any question that requests sample work product or project work, must this work have been conducted by the prime contractor? Or, is subcontractor work acceptable for activities they will support?	Either is acceptable, but the work project should be identified as being performed by a Prime Contractor or Subcontractor.
31.	Section IV.C.1.d	30	This section indicates that the State will determine if other programs should be included in the review. Please confirm that bidders should consider the LTSS services listed in preparing their RFP response. How will the State address changes to the programs to be reviewed with the Contractor in terms of scope, timelines and budget?	Section IV.C.1.d of the RFP identifies the programs expected to be included in the Contractor's assessment. Additional programs may be considered as a result of the Contractor's recommendations provided in the redesign plan. The Department does not anticipate that the inclusion of one or more programs will affect the project's scope, timelines, or budget.



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32.	Section IV.C.2.d	31	This section notes that all proposed materials to be used as part of stakeholder meetings must be submitted to MLTC for approval as part of the stakeholder engagement plan, which is due 30 calendar days after the contract start date. However, the deliverables chart on page 33 (IV.F) indicates that presentation materials for stakeholder meetings are due 60 calendar days after the contract start date. Please confirm when presentation materials for stakeholder materials must be submitted for approval, 30 calendar days or 60 calendar days after contract start date.	See Addendum Two.
33.	Section IV.C.4.	31	The State requests that implementation tasks be included in the technical and cost proposals and will reserve the right to award or not award this portion of the scope of work. Please indicate how this piece of the technical and cost proposal will be evaluated in awarding this work and provide any additional detail regarding the expectations of the State associated with the implementation tasks.	See responses to questions 7 and 18.
34.	Section IV.D.1.b	32	The section indicates that toll-free communications are to be used for MLTC staff communications. Is this referring to group conference calls or does this extend to all communications?	This requirement refers to group conference calls.
35.	Section IV.F.	33	Based on the deliverable schedule presented in this section, please confirm that the Contractor has 30 days to complete the stakeholder meetings (to happen between 60 and 90 days after contract start date)? Will the State provide approval of the presentation by the 60 <sup>th</sup> day after contract start? When will the materials need to be provided to the State in order to secure approval by this time? Finally, confirm that the stakeholder meetings that need to happen in this time period are the minimum 18 meetings outlined in Section IV.C.2.b. on page 31 of the RFP.	The Contractor has 30 days to complete the stakeholder meetings. The Department will review materials for stakeholder meetings for approval within five (5) business days of receipt. The Contractor may submit draft materials earlier than the 60 deliverable timeframe. As indicated in Section IV.F of the RFP, all required meetings set forth in Section IV.C.2.b of the RFP must take place within 90 calendar days of the contract start date.

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36.	Attachment 2	Cost Proposal Worksheet	Given the Final Redesign Plan is due to the State eight months after the contract start date, what tasks are expected around the Final Redesign Plan following this period and into Year 2 of the contract that necessitates additional costs as reflected in the Cost Proposal Worksheet?	See Addendum Two and Attachment 4. Final Redesign Plan is due within the first year of the contract.
37.	II.B	2	What is MLTC's budget for this project?	See response to question 5.
38.	II.O	5	Are there two requirements for this section? First is a Certificate of Good Standing, which must be completed prior to award? Second is certificate for transacting business in the State of Nebraska which must be submitted with the bid?	No, this requirement is one and the same.
39.	II.O	5	If a business transaction certificate is required and we are not the successful bidder, will the State of Nebraska still require us to submit a tax return even though no business was conducted?	The Department does not understand the question and is therefore unable to respond.
40.	III. F.4	10	Can the Evidence of Coverage be provided prior to award rather than with the RFP response?	Yes.
41.	III. GG/HH/II	18	Are progress payments permitted under this contract or are payments restricted to contract deliverables?	See Section III.II of the RFP and Addendum Two.
42.	III.PP	21	If requested, will the state deem proprietary the financial statements (required on page 34) of privately held companies?	Yes, provided that proposal conforms to the proprietary information submission instructions set forth in Section III.PP of the RFP.
43.	IV.B	29	Under Program Administration, there is a discussion of developing an individual assessment process and instrument for eligibility determination, assessment of needs, care planning, etc. Is the state intending a single or multiple instruments be developed? Are different instruments to be developed for each service (i.e. HCBS, ICF-DD, MFP transition services)?	None of these tasks are part of this project's scope of work.
44.	IV.C.2.b	31	Does MLTC anticipate that stakeholder meetings will be separately conducted by providers (i.e. Medicaid, DD, and MCOs)? Will meetings held with families/caregivers be separate from provider meetings?	See response to question 15.

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45.	IV.C.2.d	31	Will MLTC send invitations to the stakeholders? If invitations are the responsibility of the contractor will MLTC provide the email addresses for the stakeholders?	No, invitations are the responsibility of the Contractor. The Department will work with the Contractor to identify stakeholders and provide email addresses. The Contractor may need to conduct additional research to obtain some email addresses.
46.	IV.C.3.a	31	Will MLTC provide claims data to allow for the completion of the fiscal analysis?	Yes.
47.	IV.C.4	31	Can the cost proposal for the Implementation of Redesign Plan be submitted after the approval of the Redesign Plan? It is not feasible to develop a fixed cost proposal when the scope of the redesign has not been developed or approved.	See responses to questions 7 and 18.
48.	IV.F	31	The Completion of Stakeholder Meetings should be extended to 120 days after contract date and the Summary Report of Stakeholder Engagement should similarly be extend to 150 days. If the submittal of the presentation materials for the stakeholder meeting are required 60 days after contract start date, it is not practical to conduct a minimum of 18 stakeholder meetings statewide in 30 calendar days.	Due dates are set forth in Section IV.F of the RFP.
49.	V.A.2.i	36	Should resumes be submitted for key personnel rather than all personnel? There will be junior and support personnel on this project and their resumes would not be relevant to assessing the skills and expertise necessary to successfully complete this project. Additionally, it would be impracticable to get three references for the junior and support personnel.	The Department should receive resumes for all client-facing consultants who will be involved in the completion of this project.
50.	V.A.2.i	36	In describing the contents required in the resumes, the RFP states the requirement of "understanding of the process". Will you please explain what the state is expecting here?	See response to question 28.

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51.	Attachment 2	1	Are the "Year" columns a contract or state fiscal year? The reason for the question is the spreadsheet allows for a cost for the Final Redesign Plan in Year 2 but this deliverable is due 8 months after the start of the contract.	See Attachment 4.
52.	II C	2, Customer Service	In this section it states, "Contractor will develop or provide technology an business procedures designed to enhance the level of customer satisfaction and to provide the customer appropriate information given their situation." Can DHHS provide a more detailed description of the types of technology or procedures it anticipates falling into this description of deliverables?	Per Section II.C of the RFP, the Contractor, its employees, Subcontractors and agents must be accountable, responsive, reliable, patient, and have well-developed communication skills as set forth by the customer service industry's best practices and processes.
53.	II K	5, Evaluation of Proposals	Could DHHS provide us with a copy of the "evaluation criteria weighting" as indicated on page 5 of the RFP?	See response to question 18.
54.	II M	5, Mandatory Requirements	Is it acceptable to include a transmittal letter with a bidder's proposal?	Yes, as long as all other required materials are included in the order specified in the RFP.
55.	IV-C2b	31, Project Scope of Work – Engagement of Stakeholders	Under stakeholder community meeting requirements, will the vendor be expected to secure accessible meeting spaces to meet this requirement as well as pay for any expenses associated with these spaces?	See response to question 4.
56.	V	33, Proposal Instructions	Can DHHS further explain where "Bidders should identify the subdivisions of "Project Description and Scope of Work" clearly in their proposals." Is this to take place under the Corporate Overview or in the Technical	All proposals should follow the format identified in Section V of the RFP.
57.	V A1	34, Technical Proposal Requirements	Section III Terms and Conditions - can this document be included with a bidder's proposal at the end of the technical proposal document as an attachment?	No. See response to question 56.
58.	V A	34, Technical Proposal Requirements	Could you please clarify whether the reference to the Corporate overview, as described in V.A. bullet three as referring to V.A.3 should instead refer to V.A.2 or whether it is correct as stated in the RFP?	See Addendum Two.

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59.	V A2h	35, Summary of Bidder's Corporate Experience	Would DHHS like a list of all similar projects in this matrix with the top three highlighted for use in evaluation?	See Section V.A.2.h of the RFP. A summary matrix should be provided. Narrative project descriptions should also be provided. No more than three (3) narrative project descriptions submitted by the bidder will be considered in the proposal evaluation.
60.	V B	36, Cost Proposal Requirements	Does DHHS have a specific dollar amount set aside in the budget for this scope of work and if so, can you provide us with this dollar amount?	See response to question 5.
61.	Form A	38, Bidder Contact Sheet	Would it be appropriate to place this form directly following the Request for Proposal for Contractual Services Form in the Technical Proposal submission?	The Bidder Contact Sheet should be included in the bidder's proposal after the Terms and Conditions document.
62.	IV c 1	Attachment 1, Technical Approach	Section IV.c.1 has the following language in number 5: "Provide a proposed work plan that covers all the activities required in the RFP, including start and completion dates and the staff person(s) to complete each specified task." Section V.A.3 also requests a Project Work Plan. Would providing a work plan in Section V.A.3 be sufficient or does the state wish to see two separate work plans, one in Section V.A.3 and a second in response to item number 5?	One work plan is sufficient. It should be included in the bidder's proposal after the Corporate Overview section.
63.	V.A.2.d	34	Is an office located within the State of Nebraska required?	No.
64.	V.B.1.a	36	Addendum One Revised Schedule of Events says the Contract Start Date is May 16, 2016. What is the Contract Period end date for this RFP? Is the Contract Period May 16, 2016 through May 15, 2017, one year from the Start Date?	See Section I of the RFP.
65.	IV.B.	29-30	The State has identified reduction of duplication as a potential area of opportunity. Will the State please provide an example of duplication that has been identified?	The Department anticipates that the Contractor will be responsible for assessing current services to ensure that they are not duplicative, and that waiver services enhance state plan services.
66.	IV.B.	29	What is the status of the State's plan to include LTSS in Heritage Health managed care in 2018?	See response to question 13.

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67.	IV.B.	29	Has the State received feedback on LTSS Program Redesign Concept Paper to date? Will the State make the feedback available to bidders now, or will the contractor have access to it upon award?	Feedback on the concept paper will be made available to the awarded Contractor.
68.	IV.C.2.	30-31	What role will the State play in notifying stakeholders of community meetings and other stakeholder events?	See response to question 45.
69.	V.B.1.	36-37	Does the State anticipate that accessible meeting locations will be available at no cost, or should the contractor assume meeting facility costs in its cost proposal?	See response to question 4.
70.	V.B.1.	36-37	Does the State have a target budget for this RFP, either in dollars or hours of labor?	See response to question 5.
71.	V.B.1	36	Regarding Attachment 2, Cost Proposal Worksheet, is the period of performance for 3 years starting on May 16, 2016 and ending on May 15, 2019?	Yes. See Attachment 4.